

Neuro-Rehabilitation Focus Group Strategic Plan

Conceptual Framework: *The Neuro-Rehabilitation Focus Group recognizes the Center's rich history of excellence in offering highly specialized and comprehensive services for individuals with neurological injuries and disease. Striving to be recognized by clients and referral sources as a leader in the field of Neuro-Rehabilitation in the mid-Atlantic region and beyond, our Center of Neuro-Rehabilitation Excellence endeavors to continually evaluate and advance our programs as science, technology and therapeutic interventions emerge to optimize our clients' recovery potential and opportunities for success.*

WWRC Neuro-Rehabilitation Focus Group				
Goal#1: WWRC will apply effectively its expertise in the field of Neuro-Rehabilitation to advance our service delivery programs to optimize our clients' recovery and opportunities for independent living, employment and quality of life.				
Objective	Responsible Person(s)	Implementation Strategy	Time Frame	Indicators
1A Clearly articulate admission criteria and expected outcomes for all Neuro-Rehabilitation programs across WWRC residential options.	NRFG with input from: <ul style="list-style-type: none"> • SCI Program • BIS Program • Physicians • Nursing • John Phelps • Greta Hedberg • Other potential referral sources (e.g. VA System) 	<ul style="list-style-type: none"> ☑ Review existing admissions criteria recommendations from upcoming STRU Design Team report. ☑ Continue to evaluate service delivery processes with regard to "Road-mapping". ☑ Evaluate alternative funding and referral sources (VA, Work Comp) to offer non-traditional programs. ☑ Design Team to develop a transition plan to return to renovated medical unit. ☑ Formulate a Short Term Rehabilitation Program Leadership Team. 	Summer/Fall 08	Clear written criteria and guidelines for each Neuro-Rehabilitation program (BI, SCI, Neuro Substance Abuse) across all residential options.
			Ongoing	Updated information in all marketing media and website.
			Ongoing	Renovated medical space is used effectively to its maximal capacity. Clear marketing and referral development plan.
			Summer/Fall	STRP Leadership Team provides ongoing program evaluation and direction.
			Summer/Fall	
	Design team(TBD)			

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1B Implement the CNI Substance Abuse grant.	Dr. Richard Luck, Project Coordinator Dr. Fred Capps, Principle Investigator CNI Grant Steering Committee	Conduct a feasibility study/Business plan to include: Identifying the market which includes: program capacity, payer mix, length of stay, reimbursement; Business model which includes: Characteristics of ideal partner, structure and prospective partners; Financial feasibility which includes: models, best case scenario, and risk assessment; and action plan.	May 2008 COMPLETED	Complete study report submitted to WWRC director and DRS commissioner Study reviewed by the above Finalize RFP
		Complete RFP process	July 2008	Mail, receive and analyze responses, select finalist and analyze, interview finalists and make selection.
		Complete Pilot Study	April 2009	Finalize pilot study agreement, and run study
		Partnership implementation	May 2009	Determine legal structure, negotiate contracts, establish structure, admit patients

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1C Implement the policies and procedures that were developed by the Rehabilitation Technology Design Team to identify, evaluate, acquire and integrate emerging neuro-modalities and treatment interventions into WWRC Neuro-Rehabilitation programs.	Department managers OD & QA	<input checked="" type="checkbox"/> Educate staff on the new Rehabilitation Technology Request policy. <input checked="" type="checkbox"/> Encourage staff as they learn of emerging technology to use the Technology Request process to alert the Center of Excellence focus group. <input checked="" type="checkbox"/> Review any requests submitted and provide guidance as to approval for seeking needed funding. <input checked="" type="checkbox"/> Ensure methods for establishing standards of care and outcome data are included in any proposal to integrate new RT into practice. <input checked="" type="checkbox"/> Evaluate opportunities for further evaluating new RT or new treatment modalities through education or site visits.	Fall 2009 Ongoing Biannual review Ongoing Ongoing	WWRC's Center for Neuro-Rehabilitation will have a vision and consistent method to guide decisions regarding program enhancements based upon responsible evaluation and testing of emerging treatment science and technology. Support strategies for acquiring technology or training that will focus on using treatments that optimize neurological recovery.

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		<ul style="list-style-type: none"> ☑ Develop clinical guidelines or best practices that allow for individual client needs when applying the targeted treatment consistently across disciplines. ☑ Integrate evidence-based practices that have a basis in measurable indicators of client outcomes (ie. baseline, interval and discharge measures) with methods for efficient data collection and analysis for ongoing individual and clinical program evaluation. ☑ Identify other WWRC clinical practice areas to be studied as above. 	<p>practice.</p> <p>Reimbursement will be maximized by documenting use of EBP.</p> <p>Robust outcome data for major program areas to allow ongoing analysis of program effectiveness and gap identification.</p> <p>Continuous improvement of clinical practices.</p>
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1E Marketing of services	Design team (TBD) And/Or Reps to Center Marketing Team	<ul style="list-style-type: none"> ☑ Evaluate and update existing marketing materials (brochures, web) for each program. ☑ Advocate for WWRC "patient referral coordinator" to open DRS cases on persons with acute injuries (hospital caseloads) for ease of access to WWRC Evaluation and STRU services and smooth transition to FRS case manager prior to WWRC discharge. ☑ Identify special or new programs that would benefit from a targeted marketing effort: <ul style="list-style-type: none"> • BIS clinics • SCI programs • Substance Abuse program ☑ Develop marketing strategy and materials for medical services and programs working together with the AT Center of Excellence. ☑ Identify key contacts and recruit medical staff to make marketing visits to targeted referral sources. ☑ Identify relevant conferences and meetings at which it would benefit WWRC to have a "presence" to guide annual planning by OD & QA for travel requests. 	FY 09	<ul style="list-style-type: none"> • Develop PowerPoint presentation(s) targeted to different audiences for marketing purposes. • Develop marketing "packets" for different audiences for each program. • Develop materials for table tip displays at meetings

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1F To provide clients, families, caregivers, case managers and community support systems with appropriate and current disability-related educational resources and community linkages.	<u>Design Team</u> Group TBD through recruitment of interested staff Consult with AT group working to establish AT Loaner Library	<input checked="" type="checkbox"/> Identify existing educational resources available at WWRC for all disability groups served (multimedia, web-based, and print materials). <input checked="" type="checkbox"/> Survey cross-sampling of clients, caregivers re. preferred modes of educational training. <input checked="" type="checkbox"/> Explore mechanisms for maintaining current listing of community resources and linkages to be able to provide I&R for clients returning to the community. <input checked="" type="checkbox"/> Evaluate resources and methods used by other major rehabilitation centers to identify best practices. <input checked="" type="checkbox"/> Possible collaboration with university rehabilitation training programs working with student internships to offer the manpower for resource development. <input checked="" type="checkbox"/> Explore grant funding as appropriate. <input checked="" type="checkbox"/> Make recommendations as to how a centrally located resource library could be established and managed.	FY 09	<ul style="list-style-type: none"> • Develop a centrally located neurorehab resource library (multipurpose room?) to be matched with target populations; include VHS/DVD player, computers for web-based learning, "story boards" to share experiences. • Provide an online listing of available materials in the resource library and links to relevant web-based information. • Develop an alumni peer support web page or blog. • Create a "speakers bureau" with monthly in-service presentations to internal/external audiences.

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1G To optimize capacity for client service delivery through continuous attention to gaining efficiencies in all service delivery and related support processes.	<u>NRFG</u> <i>Ongoing oversight, review and implementation of process improvements with input as indicated from:</i> Med Div Dept Heads, Admissions, Case Management, OD&QA unit, Tom Blosser (ICM), Regional Directors, John Phelps	<input checked="" type="checkbox"/> Optimize reimbursement and regulatory compliance through integration of Charge Capture and AWARE (ICM) into standard clinical practices and compliance monitoring.	Fall 08	WWRC staff using AWARE, Charge Capture and DocFinity resources for efficient and effective documentation, billing and case management.
		<input checked="" type="checkbox"/> Collaborate with OD&QA staff to develop program specific tracking mechanisms.	Fall 08	QA processes developed and monitored through OD & QA unit providing relevant data for CQI across all service areas.
		<input checked="" type="checkbox"/> Identify data to be tracked (what information would be beneficial to program evaluation and strategic planning—AWARE & MCC reports.	Fall 08	
		<input checked="" type="checkbox"/> Incorporate program evaluation and Q/A recommendations from STRU design team	Ongoing	Client satisfaction issues are resolved quickly and effectively.
		<input checked="" type="checkbox"/> Annually review policy and procedures to ensure alignment with mission and outcomes of those served	Ongoing	

WWRC Neuro-Rehabilitation Focus Group

Goal#2: WWRC will partner with other community and national leaders to advance professional knowledge, skills and abilities to meet the changing needs and rehabilitation objectives of the clients served by the WWRC Center for Neuro-Rehabilitation Excellence.

Objective	Responsible Person(s)	Implementation Strategy	Time Frame	Indicators
2A To develop and expand the expertise of WWRC staff who deliver Neurorehabilitation services.	<u>Resources</u> Med Division Continuing Education Committee Department Heads OD &QA Unit	<input checked="" type="checkbox"/> Supportive of ongoing critical analysis of expanding PT services for neurorehabilitation populations served to include body-weight supported gait training being coordinated through OD & QA and WWRC Foundation for funding, send a team of 3 PT staff to the NeuroRecovery Network Locomotor Training course in Philadelphia (Magee Rehabilitation) Oct 23-26 th 2008. <input checked="" type="checkbox"/> Coordinate with Dr. Capps CNI grant program to offer Center staff training relative to Substance Abuse issues in persons with neurologic disabilities. <input checked="" type="checkbox"/> Send an OT and PT to the Annual SCI Model Systems Leadership Forum in Pittsburgh on Oct. 16 th -18 th 2008 to maintain WWRC visibility and input into this group which encompasses the premier SCI facilities in the nation. WWRC will have an opportunity to host this forum in the near future (2010). <input checked="" type="checkbox"/> BI conference/ 2009 Williamsburg <input checked="" type="checkbox"/> Support CE for Nursing /attendants	Decision Memo completed 7/10/08 TBD Decision Memo completed by 7/10/08 Decision Memo completed by 3/1/09	Evidence-based knowledge to guide final proposal to WWRC Foundation and other potential grant funding sources on this rehab technology. Staff competency in place to support WWRC roles in the public-private partnership offering substance abuse treatment to persons with SCI and BI. Staff prepared to host Annual SCI Model Systems Leadership forum in 2010, providing state-of-the-art clinical SCI services and able to participate successfully in next round of Model Systems grant applications. Staff providing and contributing to state-of-the-art brain injury services.

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2.C. To foster those staff with an interest in pursuing clinical research.	OD & QA HRRC	<ul style="list-style-type: none"> ☑ Interested staff will attend WWRC Research Introduction trainings. ☑ Staff with an idea toward clinical research relative to this COE will be given opportunity to present to the COE for input and support (ODQA staff also present). ☑ Create a research agenda for the Center for Neurorehabilitation Excellence—priorities and directions—to effectively integrate research efforts into primary mission for service delivery. <ul style="list-style-type: none"> --CNI SCI CADRE network --Multi-site ERGYS clinical study --SCI Model Systems grant --BIS Outcome measure (MPAI) Work with ODQA to develop these ideas. ☑ Explore options for building upon existing relationships with university programs sending clinical interns to WWRC for access to their research infrastructure. 	Summer/Fall 08 Ongoing Fall 08	<p>A cross-disciplinary sample of staff serving the various populations served by Neurorehabilitation Center of Excellence will complete the Research Training.</p> <p>Staff with research ideas will receive needed guidance and support to prepare proposals.</p> <p>WWRC positioned to make successful applications as lead or co-applicant to appropriate grant programs that are consistent with Center and COE goals and objectives.</p>